ATTACHMENT 1

STATEMENT OF WORK

STATEMENT OF WORK

SECURITY MANAGEMENT DIVISION

EPASS Program Support Services

1.0   STATEMENT OF OBJECTIVES

1.1   Overview

The U.S. Environmental Protection Agency (EPA), Office of Administration and Resources Management (OARM), Office of Administration, Security Management Division (SMD) plans, organizes, directs and controls activities and program support for all physical and infrastructure and personnel security components for the Agency, including its Headquarters office in Washington, D.C. and all regional facilities and program office laboratories nationwide. The SMD is responsible for the coordination of all personnel badging functions including enrollment, issuance, badge printing, support desk, customer service, technical assistance and training. The SMD's core business activities include:

- Conducting security program evaluation, policy development and coordination nationally and locally.
- Leading and managing the EPA Classified National Security Information Program.
- Supporting the EPA's Homeland Security activities, including critical infrastructure protection, alert notifications, strategic and programmatic planning and implementation, National Incident Coordination Team participation, and emergency preparedness planning and implementation.
- Leading the EPA's Personnel Access and Security System (EPASS) smart card Personal Identity Verification (PIV) card physical access control system (PACS) program, in compliance with Homeland Security Presidential Directive 12 (HSPD-12).
- Leading the EPA's implementation of Intrusion Detection Systems (IDS) and Closed-Circuit Television (CCTV)
- Leading, coordinating, and managing the EPA's Personnel Security Program, including initiating and adjudicating background investigations, and granting national security clearances.
- In conjunction with other federal departments, agencies and EPA organizations, develops personnel security-related IT strategy to ensure system and process connectivity.
- Coordinating and managing a personnel security operations support desk and an EPASS support desk, providing customer service, guidance, technical assistance and training.
- Leading, coordinating, and managing the Headquarters Physical Security Programs at 18 facilities, including perimeter security, entrance and exit security, internal security, and security planning.

- Leading, coordinating, and managing the Headquarters Occupant Emergency Planning program, including training, communications, incident response, and drills.

This Statement of Work (SOW) will facilitate the EPA's implementation of common solutions for agency-wide deployment of identity management and physical access control services. A core component of these services is the implementation of the HSPD-12 mandate and related Office of Management and Budget (OMB) guidance and federal standards, including agency compliance with the Federal Identity Credentialing and Access Management (ICAM) segment architecture.

The EPA has an existing HSPD-12 program and many of the tasks defined in this SOW have already begun under a prior contract, and will be in varied stages of completion prior to award. Upon award, the Contractor will be expected to evaluate the status of any tasks already begun and develop a plan to remediate any noted deficiencies and complete any outstanding work. The Contractor will be given 30 calendar days to conduct a transition from the previous Contractor. If the incumbent is awarded this Contract, then no transition is expected or required.

INHERENTLY GOVERNMENTAL FUNCTION
The contractor shall submit all analyses, options, recommendations, reports, and training materials required under this contract in draft for critical review by the contracting officer or contracting officer's representative. The Government will make all final regulatory, policy, and interpretive decisions resulting from contractor-provided technical support under this contract and make the final decision on all contractor-provided recommendations. The contractor shall not publish or otherwise release, distribute, or disclose any work product generated under this contract without obtaining EPA's express advance written approval. When submitting materials or reports that contain recommendations, the contractor shall explain or rank policy or action alternatives; describe procedures used to arrive at recommendations; summarize the substance of deliberations; report any dissenting views; list sources relied upon; and detail the methods and considerations upon which the recommendations are based. The contractor shall not provide any legal services to EPA under this contract, absent express written advanced approval from EPA's Office of General Counsel.

All contractor, subcontractor, and consultant personnel shall wear prominently displayed identification badges at all times when performing tasks under this contract and when interacting with EPA officials, federal agencies, state, tribal, and local governments, business, industry, and the general public. The badge shall contain the individual's name and the company's name and logo. The office space occupied by contractor staff in any location that is also occupied by EPA employees shall be identified with appropriate signs that include the contractor's name. When participating in any event and/or discussion (e.g., answering the telephone, participating as a

panel member or speaker), contractor staff shall verbally identify themselves as contractor personnel so that there is no possible appearance of being EPA officials.

1.2   Objectives

This section states the objectives relating to this specific task.

In support of the ongoing effort by EPA to meet the requirements of its HSPD-12 — *Policy for a Common Identification Standard for Federal Employees and Contractors* and the Federal Identity, Credential, and Access Management (FICAM) Roadmap, EPA requires contractor support for its EPASS Program and implementation of the FICAM roadmap initiatives.

The Directive established the policy and the National Institute for Standards and Technology's (NIST) Federal Information Processing Standards (FIPS) 201-1 set forth the overall technical requirements. The Contractor must approach each set of requirements, HSPD-12, FIPS 201-1 and Personal Identity Verification (PIV) I and II, as components of a comprehensive system. EPA's HSPD-12 implementation is called the EPA Personnel Access and Security System (EPASS). The FIPS-201-1 PIV card created for EPA is the EPASS badge.

EPA's implementation of HSPD-12 is divided into three areas: PIV card, PACS and Logical Access Control System (LACS). SMD has responsibility for the PIV card and PACS whereas the EPA's Office of Environmental Information (OEI) is responsible for LACS, which will not be covered under this SOW. During the period of performance of this SOW, the Agency will continue to deploy HSPD-12 PIV card issuance and lifecycle management, and increase its implementation in using the electronic capabilities of the PIV credential across the Agency. This includes, but is not limited to development of required identity management service architecture in association with the Federal Identity, Credential, and Access Management (ICAM) Roadmap and Implementation Guidance.

The EPASS Program requirements include program management and planning support, identity management, PIV Smartcard lifecycle management; physical access control systems; systems management; privacy and security, FICAM implementation; and general support. The current enterprise architecture consists of an identity management system (IDMS), card management system (CMS), and PACS. The Contractor is expected to assist and support EPA in accurately and comprehensively integrating the program requirements within the construct of the Agency's enterprise architecture.

In addition, EPA will require support in implementing the FICAM Roadmap to ensure that the architecture, milestones, and implementation approaches will be leveraged to attain greater interoperability, access provisioning/de-provisioning, and increased security across the government.

2.0 EPASS TECHNICAL ENVIRONMENT

2.1 Systems Architecture

The IDMS is an Oracle database that use web services to transfer data to/from external systems and automates various activities required by FIPS 201-1 and EPA's business processes.   In addition to the IDMS, the EPASS architecture consists of the Enrollment System (Aware Biometric Services Platform (BioSP) and Universal Registration Client (URC)), and MyID Card Management System. The CMS is connected to Operational Research Consultant's (ORC) public key infrastructure (PKI) shared service provider (SSP) via a secure LDAP (Port 636) and is secured with an authentication certificate. The CMS interfaces with the Hardware Security Module (netHSM) 2000 which provides all cryptographic functions on behalf of the CMS. The CMS interacts with the IDMS to produce personalized HSPD-12 compliant smart cards. PIV cards are printed using Fargo High Definition printers.

The Oracle-based Office of Administration Services Information Systems (OASIS) Personnel Security System (PSS) is tightly integrated into the EPASS Program; however, the OASIS PSS does not fall under the scope of this contract.

Table 1: Hardware and Software Components

Hardware Components	Software Components
Dell Servers	Windows 2003 Server R2 Standard and Enterprise editions
Apache Web Servers	Aware URC Client 1.9.5.0
Tomcat Web containers	Aware Biometric Services Platform (BioSP)
IIS Web Server	MYID 9.0 SP1
Canon Digital Camera	Docutector
Aware Enrollment workstations (laptop or desktop)	Drivers to support hardware
Omnikey Smart Card Reader Identix 4100 (limited locations)	Oracle Databases CMS database
CrossMatch 310 Verifier	Microsoft SQL database
Epson 4490 Flatbed Scanner	Base image of EPA desktop system
Fargo HDP 5000 Printers Fargo HDP600 Printers in EPA Locations	Net HSM 2000

The PACS consists of hardware and software including front end and backend equipment as well as middleware (see **ATTACHMENT 2** of the SOW).

The Contractor will serve as both the "systems integrator" and implementer on EPA's EPASS Program, including, but not limited to providing EPA technical and programmatic support, project management services, and the configuration, installation, and operation and maintenance of existing systems and the acquisition of new systems. This role will include coordination with a range of consultants and functional experts in the design, development, acquisition, integration, deployment and operation, and interoperability of the IDMS, CMS, and PACS. As such, the Contractor must be able to provide EPA with a one-stop shop for all services required to meet the control objectives of HSPD-12 and the technical requirements of NIST FIPS 201-1, applicable NIST standards (e.g., NIST Special Publications), OMB's HSPD-12-related guidance and direction, and the FICAM Roadmap implementation guidance.

3.0 SCOPE OF WORK

This SOW is broken down into core services, including program management and planning, identity proofing and registration, PIV smart card lifecycle management, PACS planning and management, information security management and privacy requirements, ICAM target state support, and general support. This section defines the requirements of this contract, including tasks (or subtasks) to be performed and deliverables, products or services to be provided to meet the contract objectives. The Contractor must be listed at the time of award and remain throughout the duration of the contract, as a provider of Identity, Credential and Access Management (ICAM) AND provide products from the FIPS 201 approved products list in accordance with OMB memorandum 06-18, "*Acquisition of Products and Services for Implementation of HSPD-12*". The Contractor shall provide all required personnel, management oversight, tools, processes, and other necessary resources to fully support this contract. This SOW contains required and optional tasks. The term "OPTIONAL TASK" indicates a task for which the Government at its discretion, may or may not execute as a contract modification as part of this Contract. The following table lists all required and optional tasks:

Task #	Task Name	Task Type
1	Program Management and Planning Support	Required
2	Identity Management Support	Required
3	PIV Smart Card Lifecycle Management Support	Required
4	Physical Access Control Systems Management Support	Required
5	Systems Management Support	Required
6	Information Security Management and Privacy Act Requirements Support	Required
7	FICAM Implementation Support	Required
8	General Support	Required
9	Onsite Support at EPA Enrollment Locations *(see Table 2 below on page 70)*	Optional

A detailed discussion on each of these tasks is highlighted below.

Task 1: Program Management and Planning

The Contractor shall assist EPA with day-to-day management of the EPASS program to include but not limited to: revisions and updates to the project management plan, schedule, and milestones and deliverables; reconstitution of a comprehensive risk management approach; identification and prioritization of compliance requirements, tasks and resources, as well as reporting schedule and budget metrics using earned value management and capital planning and investment control techniques and principles. As the Systems Integrator, the Contractor shall ensure that all EPASS badges, electronic credentials, card personalization and equipment, authentication mechanisms, EPASS badge issuance, and all applicable procedures meet the control objectives of HSPD-12, the technical requirements of FIPS 201-1, and the applicable NIST Special Publications (SP), the procedural requirements of SP800-79, and applicable FIPS such as FIPS 140-2 and FIPS 180-2. The Contractor shall also ensure that the technical solutions provided for each functional area (e.g., EPASS badge, IDMS, CMS, PACS, and electronic authentication using both symmetric- and asymmetric-key encryption) are compatible with EPA's current implementation.

Operating and maintaining the EPASS Program requires special management attention because of its (i) importance to the agency's mission, (ii) operating and maintenance costs, and (iii) significant role in the agency's day-to-day operations. It is absolutely imperative that system integrators work collaboratively with the agency to provide services to ensure that tasks proceed through a systematic sequence of initiating, planning, executing, controlling, and closing. The Contractor shall provide the following support, examples of which are:

- A project management plan and plan of action and milestones, including a detailed description of each major task and a work breakdown structure consistent with the EPASS Program and EPA ICAM requirements.
- Monthly cost and progress reports detailing both the percentage of work completed and funds expended for each task consistent with ANSI/EIA Standard 748-A.
- Assistance with Earned Value Management (EVM) and Capital Planning and Investment Controls (CPIC) to assess existing OMB Exhibit 300s for completeness and conformance to OMB requirements, develop Cost/Benefit Analysis and Business Cases, identify gaps and recommending areas for improvement, addressing identified gaps and developing material to improve the OMB Exhibit 300s, prepare updates and final draft of OMB Exhibit 300s, and address OMB 300 re-submission questions.
- Maintain a Risk Management plan including risk associated with each of the projects that make up the EPASS program. The Contractor shall generate monthly risk and issue management reports that include the actions being taken by the key stakeholders to alleviate, mitigate, and manage risks and issue.
- As part of program management, the Contractor shall maintain a centralized repository

of program documentation, products, and deliverables. In addition, the Contractor shall provide deliverable and document management support for responses to oversight bodies such as the Government Accountability Office (GAO) and the Office of Management and Budget (OMB).

- This effort shall also include developing estimates of work to be performed, and establishing the necessary review of project plans, work breakdown structures and schedules, as applicable.
- Draft Project Plans shall be submitted to the Contracting Officer's Representative (COR) for review. Final Project Plans shall be forwarded to the EPA Project Manager and/or Contracting Officer's Representative.
- Quarterly posting of HSPD-12 information to data.gov website.
- Participation in weekly EPASS Program status and project team meetings.
- Technical and subject matter expertise for EPASS Program initiatives.

The Contractor shall perform tracking and governance efforts to provide adequate visibility into actual progress so that EPA management can take effective actions when the project deviates significantly from the plan. Tracking and governance shall also involve tracking and reviewing the project accomplishments and results against documented estimates, commitments, and plans, and adjusting these plans based on the actual accomplishments and results. For example, tasks include:

- Develop and maintain a master schedule by adding, changing or deleting approved changes to the existing milestones, ensuring that tasks have meaningful descriptions, track planned and actual dates, etc.
- Provide recommendations to address any schedule or cost variance associated with project plans.
- Coordinate and plan meetings, where appropriate, including program management reviews, and walk-through/design reviews.
- Provide project progress reports and other management documents as specified in project deliverables and as required by the Government management team.
- Develop and maintain a project risk register matrix
- Technical support to EPA to develop and maintain EPASS earned value management, OMB Exhibit 300 and 53, CPIC data calls, eCPIC entry, and OMB dashboard reporting.

Task 2: Identity Management

The scope of the EPA PIV card program consists of enrollment stations, system infrastructure through a centralized PIV Identity Management System (IDMS), card production facility, and card activation, finalization, and issuance. Currently, EPA has 45 enrollment and issuance stations located in EPA space and staffed by EPA employees and Contractor personnel who are jointly responsible for the identity management and all aspects of the EPA HSPD-12 implementation (**Table 2**). This includes serving as the main internal and external point of

contact with respect to program planning, operations, business management, communications and technical strategy.

The Contractor shall update and maintain and, as necessary, develop procedures and systems for the collection, analysis, maintenance and safeguarding of personnel and biometric data of Federal employees and non-Federal workers who are EPASS eligible. Since 2007, EPA has issued nearly 18,000 EPASS badges to eligible employees, both Federal and non-Federal. Additionally, the Contractor will support the existing Aware Enrollment Stations and, as needed, upgrade, test and install identity proofing and biometric enrollment equipment that meets both NIST Special Publication 800-76 and the FBI's EFTS/F specifications; assist in the Certification and Accreditation of EPA's identity proofing, registration and EPASS badge issuance process using the guidance provided in NIST Special Publication 800-79 or any subsequent requirements. The Contractor shall support the existing PIV-II implementation to ensure that all EPASS badges issued follow the procedures laid out in Section 5.3.1 of FIPS 201-1. Additionally, the Contractor shall ensure that the EPASS IDMS integrates with EPA's personnel security system (OASIS) as the source for employee and non-Federal worker suitability checks.

The Contractor shall provide the following support, examples of which include:

- Revising/updating the functional requirements document detailing every requirement set forth in HSPD-12 and all applicable NIST documents. The functional requirements document shall cover all phases of the PIV process, including but not limited to: 1) Biometric Enrollment of a PIV Applicant; 2) Identity Management System (IDMS) for the management of biometric and identity proofing information; 3) a CMS; 4) Services of a PKI Shared Service Provider (PKISSP); 5) FIPS 201-compliant PACS, and 6) an Interface Control Document specifying the transactions between each system. The Contractor shall also revise/update standard operational procedure documents for the biometric enrollment system, IDMS, and CMS as necessary.
- The Contractor shall provide Help Desk functions to include: 1) a support number for badge holders and 2) an email support mailbox for the SmartCard support, to meet two business days response time.

Listed below are the current 45 Aware Enrollment locations, which may increase to a total of 60 locations during the life of the contract.

Table 2: EPA Aware Enrollment and Issuance Locations

	Locations			Locations
1	Washington, DC		24	Athens, GA
2	Potomac Yards, VA		25	Corvallis, OR
3	New York, NY		26	Gulf Breeze, FL
4	Philadelphia, PA		27	Lakewood, CO
5	Atlanta, GA		28	Chelmsford, MA
6	Chicago, IL		29	Wheeling, WV
7	San Francisco, CA		30	El Paso, TX

8	Cincinnati, OH	31	Anchorage, AK
9	Boston, MA	32	Bay St. Louis, MS
10	Denver, CO	33	Houston, TX
11	Seattle, WA	34	Boise, ID
12	RTP, NC	35	Westlake, OH
13	Ft. Meade, MD	36	Grosse Ile MI
14	Dallas, TX	37	Baton Rouge, LA
15	Duluth, MN	38	Golden, CO
16	Edison, NJ	39	Portland, OR
17	Montgomery, AL	40	Jacksonville, FL
18	Las Vegas, NV	41	Richmond, CA
19	Ada, OK	42	Los Angeles, CA
20	Ann Arbor, MI	43	Port Orchard, WA
21	Kansas City, KS	44	Santurce, PR
22	Narragansett, RI	45	1310 L Street, Washington, DC
23	Helena, MT		

Task 3 - PIV Smart Card Lifecycle Management

The Contractor shall maintain the EPASS badge lifecycle management program including: the design of compliant and Agency appropriate card topology and applications; identification of NIST-certified FIPS 201-1 compliant PIV cards based upon current and future requirements, card personalization and printing as required, and the CMS; development and implementation of EPASS badge inventory control and management processes, including Tier 3 (handling the most difficult or advanced problems) post-issuance support routed by the EPA Call Center; and maintenance of a comprehensive EPASS badge system and issuance lifecycle.

Additionally, the Contractor shall update and maintain procedures and systems for proper key management.

The Contractor shall assist EPA with the following activities, examples of which are:
- Managing the CMS to ensure data integrity and quality are sustained throughout the myriad of HSPD-12 activities and operations.
- Issuing and managing PIV cards throughout the lifecycle of the cards.
- Destroying PIV cards when no longer needed in accordance with NIST SP800-88, Guidelines for Media Sanitization.
- Assuring seamless interoperability between the IDMS and CMS.
- Troubleshooting and resolving problems encountered, including equipment, system, and card errors or malfunctions.

Task 4: Physical Access Control Systems (PACS) Management

The Contractor shall provide technical guidance and consultation for implementing Physical Access Control Systems (PACS) EPA-wide. To date, EPA has approximately 32 locations that require upgrades to HSPD-12 compliant access control systems.

The Contractor shall assist EPA in developing SOWs that describe all technical requirements for planning, acquiring, installing, operating and maintaining facility-specific PACS compatible with EPASS badges, HSPD-12, NIST and EPA network security requirements. Additionally, the Contractor shall coordinate with internal EPA IT experts to develop an interface between the EPASS IDMS and the various PACS servers so that access rights can be managed through a central mechanism, i.e., EPA's PAC Central, which the Contractor shall develop. The Contractor shall assist with the connectivity to the Federal Bridge Certification Authority, which will serve as the authentication source for digital certificates for employee and personnel identity credentials needed for authentication for physical access. The Contractor shall conduct onsite surveys up to 20 facilities annually to determine the condition of existing or legacy PACS and the optimum migration plan to an HSPD-12 PACS. Generally, 5-8 EPA facilities are co-located in the same geographical area, thereby allowing for one travel trip to complete an onsite survey. The Contractor shall provide EPA recommendations on security system upgrades or replacements based on sound principles, professional judgment, EPA and federal requirements, and the business case. The Contractor shall assist EPA in developing Statements of Work (SOWs), cost estimates, technical evaluation criteria for PACS acquisitions, and in the technical evaluation process for new PACS contracts for new facilities.

The Contractor shall provide the following support functions to include, examples of which are:

- Performing onsite assessments at EPA facilities receiving an HSPD-12 PACS.
- Assisting EPA in developing and implementing a PACS Implementation Plan to ensure facility specific PACS solutions are fully compliant with the EPASS Program requirements and following the guidance of the FICAM for electronic PACS (ePACS).
- Ensuring federal employees and personnel can access EPA facilities nationwide with PIV-compliant cards in accordance with EPASS Program requirements.
- Assisting in acquiring, managing, and oversight support of each new installation, to include: day-to-day project implementation; assist in the acquisition process with developing statements of work, scope estimates, deliverable reviews; and schedule management.
- Participate in site assessments activities to include analysis of the existing site conditions, legacy physical access control components, and optimal upgrade path for HSPD-12 compliancy.
- Develop and maintain the PACS master schedule for each implementation project. Facilitate schedule updates with each site so as to ensure the most recent planned and completion dates are accurate.
- Review and provide comment for project artifacts as they pertain to each implementation, such as riser diagrams, bill of materials, and technical diagrams.
- Coordinate with EPA OEI personnel to ensure that new HSPD-12 PACS comply with EPA Enterprise Architecture requirements.

Task 5: Systems Management

The Contractor shall maintain the Aware enrollment and supporting applications that are hosted on servers managed by the OARM/OA Resources Management Services (RMS) staff. The Contractor shall ensure the application is performing to specification and shall resolve "bugs" when identified. In the event of such changes, the Contractor shall execute software testing and configuration management efforts prior to implementation into production. The Contractor shall maintain existing interfaces to other applications, and shall maintain the web pages of the SMD EPASS website in accordance with the One EPA Web guidelines, which are EPA-recommended practices for creating standardized, easy-to-use web pages. The One EPA Web Guide is the authoritative source for policies, practices and guidance for creating, hosting, deploying and maintaining Web sites and applications on the EPA Internet or Intranet. The Contractor shall coordinate with the Government Project Manager and/or COR and with the OARM/OA/RMS staff when there is a system outage and when hardware/ firmware or interface issues arise.

Technology Assessment
The Contractor shall provide the following support functions to include, examples of which are:

- Continuously research and evaluate new technology that could be exploited to better meet requirements, and support organizational goals and overarching objectives.
- Program planning and assessment of business processes to determine impact, including risk and trade-off, of implementing new technologies.
- Perform feasibility studies and recommend alternatives that advance the goals and objectives of the EPASS Program.

System Operations and Maintenance
The Contractor shall provide the following support functions to include, examples of which are:

- As the system is used enhancements will be identified by the Government relative to interface requirements and/or requirements driven by changes in the industry, legislative mandates, and business processes.
- The Contractor shall update Configuration Management documents to ensure full accountability of all changes incorporated into the system.
- The Contractor shall maintain configuration management control throughout the life of this contract.
- The Contractor shall maintain an EPASS test laboratory environment which will be used for development, maintenance and bug fixes for the Credentialing and PACS Central programs.

- Assist in the continuous monitoring and Certification and Accreditation of the EPASS system.

Task 6: Information Security Management and Privacy Act Requirements

The Contractor shall design, develop, deploy, and maintain a data collection system that is compliant with HSPD-12, FIPS 201-1, the Privacy Act, applicable privacy-related OMB memoranda, and the Paperwork Reduction Act. Additionally, the Contractor shall assist EPA in updating the Privacy Impact Assessment on EPA's FIPS 201-1 compliant systems, including the IDMS, CMS, and PACS. Furthermore, the Contractor shall provide assistance in the identification, maintenance, preparation and publication of Agency Privacy Act system of records notices. The Contractor shall also assist EPA in safeguarding and securing data, including personal identifiable information. The Contractor shall assist EPA in security authorization activities. The Contractor shall assist EPA with Federal Information Security Management Act (FISMA) reporting requirements. Under FISMA, EPA is required to periodically test and evaluate information security controls and techniques, track the remediation of information security weaknesses identified, and report the status of information security. XACTA is the online tool used at EPA to input data regarding reportable IT systems, track progress of remediation actions, and generate FISMA reports. The Contractor shall assist EPA in complying with EPA and federal security requirements, including but not limited to periodic updates to all security related documentation including the System Security Plan (SSP), Plan of Actions and Milestones (POAMs), Security Assessment Report (SAR) and other activities as they pertain to system authorization for the EPASS Program equipment and systems and to individual PACS installations. The Contractor shall also perform Security Testing and Evaluation of existing PACS, as needed.

Task 7: FICAM Implementation Support

EPA's implementation of the Federal Identity, Credential, and Access Management (FICAM) Roadmap is critically important to fully implementing and complying with the intent of the Directive. From an intra-operability perspective, the Contractor shall support EPA's efforts to address functional components for logical and physical access integration within the Agency. Additionally, the Contractor shall need to support EPA in developing methodologies and business rules for PACS Central interoperability across EPA's facilities nationwide.
In terms of interoperability, the Contractor shall work closely with EPA and its partners and stakeholders to develop and implement a cost-effective and comprehensive approach for authenticating personnel internally and externally who possess a PIV compliant smart card in accordance with FIPS 201 and M-11-11.

The Contractor shall assist EPA by providing the following support, examples of which are:

- Assist EPA in developing technical guidance and policy supporting EPA ICAM initiatives;

- Assist EPA in developing business rules and standard operating procedures for intra-operability and interoperability.
- Assist EPA in the management, coordination and oversight of EPA's ICAM implementation progress and supporting effective progress reporting to internal EPA leadership stakeholders as well as external stakeholders such as OMB;
- Assist EPA in developing and delivering outreach materials to improve the overall situational awareness of employees and personnel.
- Assist EPA in working with other Federal agencies and departments to assist EPA in determining their business rules, SOPs, and schedules for fully complying with the HSPD 12, FIPS 201 and FICAM requirements.
- The Contractor may be tasked to assist EPA in supporting PIV-I (Personal Identity Verification – Interoperable) specifications to work with Federal PIV infrastructure elements such as card readers, and issued in a manner that allows Federal government relying parties to trust the card as defined in OMB Memorandum M-04-04 and NIST SP 800-63, as well as multi-factor authentication as defined in NIST SP 800-116.

Task 8: General Support

The Contractor shall provide general EPASS Program support to EPA on a number of activities, examples of which are:

- Assisting EPA in developing presentation materials for briefings to senior management, partners and stakeholders, unions, employees, personnel and non-federal workforce.
- Assisting EPA in developing and updating web sites, SOPs, white papers, outreach materials, meeting notes, and internal guidance.
- Assisting EPA in researching, analyzing, and recommending options available to EPA in the repair, maintenance, operation, and upkeep of HSPD-12 equipment and systems.
- Assisting the SMD Property Officer in maintaining an accurate, complete, and updated inventory of HSPD-12 equipment and systems.
- Assisting EPA with liaisons with customers, partners, and stakeholders
- Assisting EPA with metric development and reporting

Task 9: Onsite Support at EPA Enrollment Locations (Optional Task)

The Government may exercise this Optional Task at any time during each period of performance based on the support needs of the EPA locations to require assistance. To exercise this option, the Contracting Officer will issue a contract modification so that the Contractor provides one on-site support staff at EPASS badge issuance locations (see Table 2 on page 70), as directed by the COR.

The scope of this task is to provide operational support for EPASS and EPASS processes; EPASS badge enrollment, printing, issuance, and lifecycle management; and technical support for the EPASS hardware and systems.

The Contractor shall provide EPASS Program support, examples of which are:

- Enroll and issue EPASS badges to all federal employees and nonfederal staff at the EPA.
- Provide EPASS applicant and badge holder support by addressing questions from EPA personnel and their managers in person, by email, and by telephone.
- Assist EPA with responding to general questions on HSPD-12, scheduling applicants for an enrollment or issuance appointment and performing badge enrollment and issuance functions. Any questions regarding security policy must be referred to EPA personnel.
- Assist EPA in performing EPASS badge PIN resets and enrolling badge holders' EPASS badges into the local and GSA PACS, if applicable.
- Assist EPA in performing basic triage for PACS reader issues and routes the call to facilities or the PACS integrator.
- Assist EPA in deactivating badges for those badge holders who are no longer with the agency or when badges are reported as 'lost/stolen' or returned as 'damaged.'
- Assist EPA in replacing EPASS badges when a badge holder reports a damaged badge or when the name has changed.
- Assist EPA in collecting and destroying all returned or damaged EPASS badges in accordance with established procedure.
- Assist EPA in performing EPASS hardware troubleshooting, regular printer cleaning, and preventive maintenance.

4.0 CONTRACT MANAGEMENT
The Contractor PM shall manage this contract, provide oversight of the project, and perform quality assurance activities over their efforts. The Contractor shall develop and maintain a Contract Management Plan (CMP). The CMP shall contain, at a minimum, plans for staffing, quality assurance, risk management, cost and schedule tracking for their execution of this contract. The CMP shall include as appendices, a project organizational chart, Work Breakdown Structure/Project Schedule, and spend plan forecasting monthly and cumulative project expenditures; the Contractor shall update and deliver these three appendices monthly.

5.0 QUALITY ASSURANCE
The Government will monitor the Contractor's performance using the Quality Assurance Surveillance Plan (QASP) (Attachment 4). The Government reserves the right to review

services to be provided, including those developed or performed at the Contractor's facilities, to determine conformance with performance and technical requirements.

This task requires the Contractor to develop a Quality Management Plan (QMP) and maintain a thorough quality control program with the aim of identifying and correcting deficiencies in the quality of services before performance becomes unacceptable.

The purpose of the QASP is to describe the systematic methods used to monitor performance and identify the required documentation and the resources to be employed. The QASP provides EPA a means for evaluating whether the Contractor is meeting the performance standards/quality levels identified in the SOW and the Contractor's QMP.

The Contractor shall develop a QMP that describes the Contractor's procedures for monitoring performance throughout the project's life cycle and deliver it to the COR no later than 30 calendar days after contract award. Quality must always be planned into a project in order to prevent unnecessary rework, waste, cost, and time. At a minimum, the QMP shall include the following:

   a. A description of follow-up procedures to ensure that deficiencies are corrected, and the time frames involved in correcting these deficiencies.

   b. A description of the records to be kept to document inspections and corrective or preventive actions taken.

   c. The records of inspections shall be kept and made available to the Government, when requested, throughout the performance period, and for the period after completion, until final settlement of any claims under this contract.

   d. The COR shall notify the Contractor, in writing, of deficiencies in the plan and allow 5 working days for a revision to be submitted.

6.0 TRAVEL REQUIREMENTS

The EPA anticipates there will be travel associated with this contract and travel shall only be applicable to work performed on a time and materials basis. When travel is required, the Contractor shall submit a travel request to the COR for approval prior to incurring any travel cost. All non-local travel will be reimbursed in accordance with the provisions of the Federal Travel Regulations. The Federal Travel Regulations and current per diem rates can be accessed at: www.gsa.gov/portal/content/104790.

The EPA will not reimburse local travel under this contract. Examples of local travel which is not subject to reimbursement are: travel to and from normal job site; supervisory personnel traveling

to a Government site or alternative facility to oversee operations. Personnel temporarily working at a Government site or alternative facility will consider such facility his/her normal job site.

7.0 MATERIALS

Materials are to be provided by the Contractor when essential to the performance of this SOW and specifically approved by the COR. All materials purchased by the Contractor for the use or ownership of the Federal Government becomes the property of the Federal Government. The Contractor shall document the transfer of materials in the monthly status report.

8.0   GOVERNMENT FURNISHED ITEMS

   a. The Government will provide adequate office space, furniture, supplies, and access to necessary telecommunications for use in the performance of this contract. The Contractor's personnel shall comply with EPA regulations relating to the use of this equipment.
   b. The Government will not provide computer equipment, i.e., laptops for contractor personnel to use on this task. The contractor shall provide computer equipment for use on this task. The EPA will provide the Contractor access to printers and facsimiles.

   c. Upon award of the contract, the Contractor shall comply with EPA regulations relating to Government furnished property, property administration, and disposal.

9.0   DELIVERABLES

Detailed below are the deliverables. Other deliverables will be defined and scheduled in the individual projects plans, as required.

Item	Required Deliverable	Due Date
1	Monthly Status Report	Monthly five (5) business days after the end of each month
2	Draft Performance Management Plan	20 business days after Award
3	Final Performance Management Plan and Quality Management Plan	45 business days after Award
4	Performance Management Plan – Supplemental	As Required
	Anticipated Deliverables for Each Project Managed	
5	Requirements Agreement	As Required
6	Estimates for PACS Projects	As Required
7	Project Plans	As Required
8	Work Breakdown Structure & Schedules	As Required
9	Milestone Schedule	As Identified in the Project Plan
10	Project Status Reports	As Required
11	Design Reviews	As Required

12	Earned Value Analysis	As Identified in the Project Plan
13	Maintain an EPASS artifacts library to include but not limited to identifying existing project artifacts, artifacts that don't require updates; and create artifacts that don't exist that need development.	Due 60 business days after contract award
14	Develop Master Schedule	1 Time – due 30 calendar days after contract award
15	Maintain the Master Schedule by adding, changing or deleting approved changes to the existing Work Breakdown Structure (WBS), ensuring that tasks have meaningful descriptions; track planned and actual dates, etc	Ongoing. Due Monthly
16	EVMS Dashboard and Management Reporting*	1 time – Due Monthly
17	EPASS OMB-300/53 Submission*	4 times - Quarterly
18	EPASS CPIC data calls*	Ongoing
19	EPASS Enterprise Architecture data calls*	1 time – Annually
20	Develop and maintain a project risk register matrix	1 time – Updated Monthly

* Specific due dates may vary from month to month because of holidays and special events but are generally around the same timeframe each month/quarter. Therefore, the COR will notify the Contractor in advance of deliverable's due dates if conditions warrant a change in the schedule.

9.1 Acceptance of Deliverables

The Government will review and comment on all draft and final deliverables within 10 business days of receipt. Acceptance or rejection of deliverables shall be made by the COR in writing, giving the specific reason(s) for the rejection. The Contractor shall correct the rejected deliverable and return it on the date specified by the COR.

Written documents delivered to the Government in draft and final form will be evaluated against the following acceptance criteria:

- Standards. The document conforms to the prescribed standard, where applicable.
- Completeness. The document covers all aspects of the subject matter.
- Clarity. The document is understandable by the intended user/recipient of the document.
- Consistency. The document is logically coherent both internally and in conjunction with other related documentation.
- Accuracy. The document is functionally and technically accurate.
- Editorial Accuracy. The document is free of typographical and grammatical errors, logically organized, and follows consistent formatting styles.

10.0   PLACE OF PERFORMANCE

Work shall be performed at the U.S. Environmental Protection Agency's Headquarters location, Washington, D.C. The optional Task 9 will be performed at a location (based on Table 2 on page 70) determined by the COR.

11.0   PERSONNEL

11.1 Key Personnel

Table 3 describes some of the responsibilities of the Key Personnel and is not limited to the responsibilities identified below. Relevant experience is described in Attachment 6.

Table 3: Key Personnel Roles and Responsibilities		
Position/Years of Experience	**Role**	**Responsibilities**
Sr. Program/Project Manager **At least 12 years of relevant experience**	• **Program Management** • **Issue and Risk Escalation** • **Contract Enforcement and Decision Making**	• **Contractor Resource Management** • **Client Satisfaction** • **Personnel oversight and supervision** • **Identify and Manage Resource Gaps**
Identity Management Lifecycle Task Lead **At least 8 years of relevant experience**	• **Project Management** • **Issue and Risk Management** • **PIV Card Lifecycle Management**	• **EPASS Lifecycle Management activities, i.e., IDMS, CMS, PKI** • **Customer Satisfaction** • **NIST Compliant Services and Products** • **PIV Integration services** • **EPASS production and oversight**
PACS Project Task Lead **At least 8 years of relevant experience**	• **PACS subject matter expert** • **Security Systems experience** • **Project Management** • **Issue and Risk Management**	• **Overall Project Status Consolidation and Reporting** • **Use Project Management Professional (PMP) Standards and Methodologies** • **Document Decisions/Action Items of Team Meetings** • **Monitor Project Progress**
Privacy and Security Task Lead **At least 8 years of relevant experience**	• **Project Management** • **Issue and Risk Management** • **Privacy and Security Data Management Expert** • **IT Security**	• **Privacy and Security requirements** • **IT Security deliverables** • **Reporting requirements for investments**

12.0 PHASE-IN/PHASE-OUT CONTRACT TRANSITION REQUIREMENTS

12.1 Project Phase-in: The Contractor shall use the time between contract award and contract start (30 calendar days) to prepare for and achieve fully operational status on the first day of required services. To accomplish this level of operational readiness, the Contractor shall implement its proposed phase-in plan. Site access will be permitted during phase-in to the extent that it does not interfere with the operation of the Incumbent Contractor. The Contractor shall coordinate with the COR for site access permission. The Phase-In Plan shall address, at a minimum:

- Personnel recruitment
- Personnel orientation
- Site familiarization
- Material and equipment on-hand levels verification and validation
- Assumption of responsibility and accountability of Government furnished property
- Telephone Services
- Contractor provided supplies and equipment
- Timelines

Upon acceptance of the proposed phase-in plan, the Contractor shall commence setting up the infrastructure to accept and sustain the EPASS Program. This task involves the transition of the existing environment to one that would support the core service areas as defined in the scope of work. This phase will incorporate consolidation and streamlining of IT assets and various other activities that are deemed necessary by the EPA and the Contractor to begin services under the new contract.

This transition will involve installation and implementation of management tools and agents, inventory of all hardware and software, staffing plans and other preliminary activities needed to prepare for the start of the contract. The overarching objective of this phase is a low risk and low impact (to end-users) transition as the Contractor assumes responsibilities under the program.

12.2 Project Phase-out

The Contractor shall provide transition phase-out support and various activities to transition support to the Federal Government or another service provider at contract end-of-life.

The Incumbent Contractor shall maintain full contract compliance during the period of time leading up to contract expiration or termination. The Incumbent Contractor shall submit to the COR a Phase-Out Plan 30 calendar days before contract completion or termination after

receiving notice from the Contracting Officer. The Contractor's Phase-Out Plan shall address, at a minimum:

- Procedures for retaining the staffing levels necessary to maintain required contract services through the day of contract expiration or termination.
- Procedures and responsibilities for performing physical inventory and reconciliation of Government Furnished Property.
- Procedures and responsibility for reconciling and certifying material and equipment on-hand levels and accuracy.

The Incumbent Contractor shall coordinate their phase-out activities with the incoming Contractor to produce a smooth transition at the end of the contract period. The Incumbent Contractor shall remove all of their Contractor-owned property from the Government spaces or facilities by close of business on the last day of the contract.

13.0 OTHER PROVISIONS

13.1 Authorities

All Contractor personnel working onsite at the EPA on contract after December 1, 2011, must meet initial security requirements, including favorable fingerprint results, as stipulated in the SOW, (Attachment 5 - Agency Security Requirements for Contractor Personnel) **before** they begin onsite work. This revised process achieves parity between federal and nonfederal personnel security requirements.

14.0 PRE-APPOINTMENT BACKGROUND INVESTIGATIONS

The EPA must conduct and favorably adjudicate background investigations for each Contractor employee prior to commencing work on this contract. The extent of the background investigation will vary depending upon the Risk Category associated with each position and whether each position is long- or short-term. Short-term is defined as contract employees having access to Federally-controlled information systems and/or unescorted access to Federally-controlled facilities or space for six months or fewer. The minimum pre-appointment investigative requirements are as follows:

(1) High Risk Positions. The minimum background investigation required is a five year scope Background Investigation (BI), and the five year reinvestigation required is an Access National Agency Check with Inquiries (ANACI). The Standard Form (SF) 85P, Questionnaire for Public Trust Positions, is required.

(2) Moderate Risk Positions. The minimum background investigation required is a Minimum Background Investigation (MBI) for "moderate" impact on the integrity and efficiency of the EPA or a Limited Background Investigation (LBI) for "serious"

impact potential on the EPA's integrity and efficiency. The five year reinvestigation required is a National Agency Check with Law and Credit (NACLC). The SF-85P is required.

(3)   Low Risk/Non-Sensitive Positions. The minimum background investigation required for Low Risk/Non-Sensitive positions is a National Agency Check with Written Inquiries (NACI) and the required five year reinvestigation is also a NACI. The SF-85, Questionnaire for Non-Sensitive Positions, is required.